

DOCUMENT RESUME

ED 375 761

HE 027 860

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TITLE Leadership by Design: Strengthening Integrity in Higher Education. Jossey-Bass Higher and Adult Education Series.
REPORT NO ISBN-0-7879-0034-6
PUB DATE 94
NOTE 163p.
AVAILABLE FROM Jossey-Bass Inc., 350 Sansome St., San Francisco, CA 94104 (ISBN-0-7879-0034-6, \$28.95).
PUB TYPE Statistical Data (110) -- Guides - Non-Classroom Use (055) -- Books (010)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Administrative Principles; *Administrator Characteristics; *Administrator Effectiveness; Administrator Responsibility; Administrator Role; *Codes of Ethics; *College Administration; Curiosity; Excellence in Education; Higher Education; Human Dignity; *Integrity; *Leadership Qualities; Standards
IDENTIFIERS Compassion; Courage; Honesty

ABSTRACT

This book outlines qualities of higher education institutional leadership and discusses how college administrators may bring about effective leadership based on honor, dignity, candor, compassion, courage, excellence, and service. The chapters each describe and discuss one of the leadership ideals. Their titles are: "The Call of Honor," "The Dignity Test," "The Habit of Curiosity," "The Case for Candor," "The Touch of Compassion," "The Question of Courage," "The Expectation of Excellence," and "The Servant Exemplar." Each chapter tries to link the conceptual and the moral elements of leadership in a set of design ideals whose power and effectiveness can be demonstrated both philosophically and empirically. It is argued that leaders are designers who have a special freedom and responsibility to apply their ideals in the practice and tactics of leadership. Further, effective leadership is a conceptual, moral, and performing art form in which ideas and ideals are tested integrated, and utilized in the performance. The book is aimed to aid leaders who have contended with moral issues of difficult demarcation, who have agonized over the guidance of their own conscience and the judgment of an opposing majority, and who have struggled to know what it means to answer the call of honor. Includes an index. (Contains 164 references.) (JB)

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